

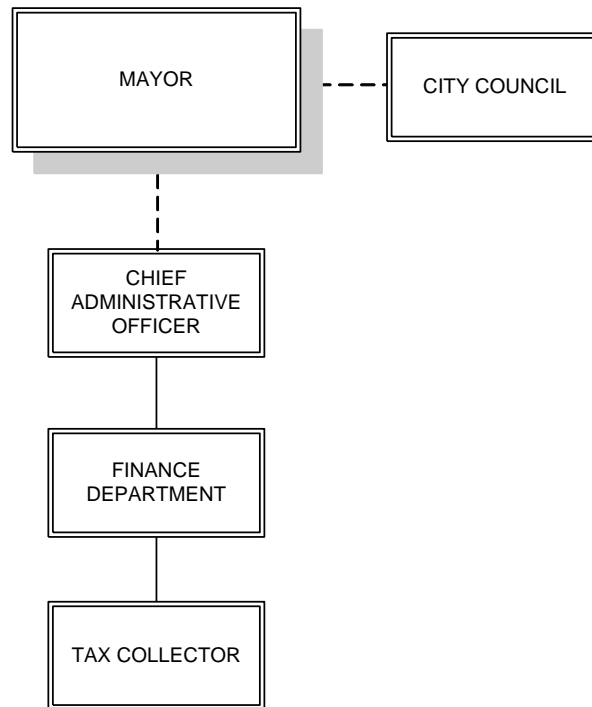
FINANCE DIVISIONS

# TAX COLLECTOR

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## MISSION STATEMENT

The overall mission of the Tax Collector is to collect all tax revenue due to the City in accordance with Connecticut State Statutes and to provide the taxpayers of the City with information and assistance in a prompt and courteous manner.



## GENERAL FUND BUDGET

## TAX COLLECTOR

## BUDGET DETAIL

Anne Kelly-Lenz  
Manager

## REVENUE SUMMARY

ORG DESI	OBJECT DESC	FY2009	FY2010	FY2011	VARIANCE TO	
		ACTUAL	BUDGET	MAYOR PROPOSED	FY2011 ADOPTED	FY2010 BUDGET
<b>01040000 TAX COLLECTOR</b>		<b>251,546,946</b>	<b>267,429,497</b>	<b>268,838,912</b>	<b>274,940,394</b>	<b>7,510,897</b>
	41305 TAX COLLECTOR: 3030 PARK	0	860,246	860,246	860,246	0
	41355 TAX COLLECTOR: ATM FEES	1,504	1,500	1,500	1,500	0
	41538 COPIES	14,596	5,000	2,500	2,500	-2,500
	41693 CURRENT TAXES: REAL ESTATE	243,126,091	257,598,834	260,449,145	259,827,624	2,228,790
	41697 ARREARS TAXES	1,654,480	3,498,310	2,800,000	2,800,000	-698,310
	41702 PENALTIES: CURRENT TAXES	2,356,592	2,412,656	1,930,965	1,930,965	-481,691
	41703 PENALTIES: ARREARS TAXES	1,414,126	1,435,323	1,300,000	1,300,000	-135,323
	41704 LIEN FEES	191,882	175,000	175,000	175,000	0
	44319 LAFAYETTE BLVD LOFTS PILOT	157,165	320,000	163,811	163,811	-156,189
	44320 BROAD STREET PILOT	24,636	25,619	26,387	26,387	768
	44321 CITY TRUST PILOT	185,389	192,790	198,570	198,570	5,780
	44322 EAST MAIN STREET PILOT	7,764	8,036	8,036	8,036	0
	44323 ARCADE PILOT	33,342	35,907	35,907	35,907	0
	44324 CAPTAIN COVE PILOT	285,121	120,000	120,000	120,000	0
	44325 CASA PILOT	0	13,675	13,675	13,675	0
	44340 ARTSPACE READS BUILDING PILOT	65,233	66,443	70,670	70,670	4,227
	44346 UNITED CEREBRAL PALSY PILOT	13,260	13,525	13,795	13,795	270
	44347 144 GOLDEN HILL STREET PILOT	0	69,415	71,496	71,496	2,081
	44348 GOODWILL-HELMS HOUSING PILOT	6,410	6,140	6,140	6,140	0
	44349 PARK CITY RCH PILOT	63,765	65,678	67,649	67,649	1,971
	44358 JEFFERSON SCHOOL PILOT	838	20,400	20,400	20,400	0
	44373 WASHINGTON PARK PILOT	10,750	0	21,500	21,500	21,500
	44392 881 LAFAYETTE BLVD PILOT	0	0	69,020	69,020	69,020
	44689 MISCELLANEOUS PILOTS	20,750	10,000	10,000	10,000	0
	44698 TELECOMM. ACCESS INE TAXES	474,074	400,000	400,000	400,000	0
	45205 C.R.R.A PILOT PAYMENT	1,356,169	0	0	0	0
	45339 CITY PROCESSED MARSHALL FEES	1,790	0	0	0	0
	47278 BHA RENTAL PROPERTY PILOT PMT	81,221	75,000	2,500	2,500	-72,500
	41694 ONE MIL LIBRARY TAX	0	0	0	6,723,003	6,723,003

## APPROPRIATION SUMMARY

ORG DESC	APPR DESC	FY2009	FY2010	FY2011	VARIANCE TO	
		ACTUAL	BUDGET	MAYOR PROPOSED	FY2011 ADOPTED	FY2010 BUDGET
<b>'01040000 TAX COLLECTOR</b>		<b>1,086,190</b>	<b>1,359,556</b>	<b>1,438,952</b>	<b>1,438,952</b>	<b>79,396</b>
	1040PS TAX COLLECTOR PERS SVCS	730,818	771,580	805,325	805,325	33,745
	2040TPS TAX COLLECTOR OTH PERS SVCS	60,462	27,500	39,650	39,650	12,150
	3040FB TAX COLLECTOR FRINGE BENEFIT		226,933	266,156	266,156	39,223
	4040EX TAX COLLECTOR OPER EXPENSES	50,453	47,627	46,520	46,520	-1,108
	6040SS TAX COLLECTOR SPEC SERVICES	244,456	285,916	281,302	281,302	-4,614

# GENERAL FUND BUDGET

## TAX COLLECTOR

## BUDGET DETAIL

### PERSONNEL SUMMARY

Job Description	FTE FY 2010	FTE FY 2011	VAC	NEW	UNF	FY 2010 CURRENT	FY 2011 ADOPTED	VARIANCE
TYPIST I (35 HOURS)	3.0	3.0				98,826	108,582	9,756
CASHIER (35 HOURS)	2.0	2.0				77,748	77,448	-300
ASSISTANT TO TAX COLLECTOR	1.0	1.0				38,874	68,601	29,727
CASHIER (35 HOURS)	2.0	2.0				74,635	69,700	-4,935
SPANISH SPEAKING CASHIER (35 HOURS)	2.0	2.0				75,494	77,448	1,954
ACCOUNTING CLERK I (35 HOURS)	1.0	1.0				38,874	38,724	-150
ACCOUNTING CLERK II (35 HOURS)	1.0	1.0				47,506	39,046	-8,460
ACCOUNTANT	1.0	1.0				69,006	71,779	2,773
COLLECTION AIDE	1.0	1.0				39,184	40,610	1,426
TAX COLLECTOR	1.0	1.0				91,520	95,197	3,677
TYPIST I (35 HOURS)	1.0	1.0				39,184	36,194	-2,990
COLLECTION AIDE	1.0	1.0				39,184	40,610	1,426
ARREAR COLLECTION AGENT	1.0	1.0				41,547	41,386	-161
	<b>18.0</b>	<b>18.0</b>			<b>TOTALS</b>	<b>771,580</b>	<b>805,325</b>	<b>33,744</b>

SERVICE INDICATORS	ACTUAL 2005-2006	ACTUAL 2006-2007	ACTUAL 2007-2008	ACTUAL 2008-2009	ESTIMATED 2009-2010
<b>TAX COLLECTOR</b>					
Total Taxes Collectible	\$ 210,738,976	\$ 228,247,472	\$ 222,282,166	\$ 239,233,754	\$ 269,700,856
Total Taxes Collected	\$ 203,245,668	\$ 215,271,182	\$ 215,712,695	\$ 230,499,269	\$ 259,000,000
Taxes: current A/R	\$ 7,716,799	\$ 10,214,685	\$ 6,569,471	\$ 8,734,485	\$ 8,734,485
Taxes: arrears A/R	\$ 36,158,220	\$ 35,092,192	\$ 29,334,465	\$ 24,475,667	\$ 24,475,667
Interest: current (1)	N/A	Note	\$ 2,193,505	\$ 2,356,592	\$ 2,356,592
Interest: arrears (1)	N/A	Note	\$ 3,209,986	\$ 1,414,126	\$ 1,414,126
Bulk Assignment: taxes current	\$ 2,821,777	\$ 5,887,091	\$ 4,539,762	\$ 7,890,230	\$ 7,890,230
Bulk Assignment: taxes arrears	\$ 409,976	\$ 78,834	\$ 610,372	N/A	\$ 455,237
Bulk Assignment: interest current	\$ 292,000	\$ 669,620	\$ 496,944	\$ 791,534	\$ 791,534
Bulk Assignment: interest arrears	\$ 125,883	\$ 28,377	\$ 227,193	N/A	\$ 110,904
<b>CURRENT YEAR COLLECTED</b>					
Percent collected (current year)	96.44%	96.20%	97.04%	97.22%	96.50%
Permits - approvals	5,928	4,650	2,478	2,661	2,500
<b>INFORMATION REQUESTS</b>					
Telephone	N/A	98,562	65,271	56,253	56,253
Mail/fax - Sent (2)	5,200	7,951	7,537	5,231	4,000
Walk-in Request (3)	N/A	38,962	31,462	25,365	25,365
Mortgage company tapes	11	11	11	10	10
Tax bills	225,154	183,185	185,297	171,635	171,000
Transfers to suspense	704,274	1,653,753	60,215	23,873	25,000
Liens filed (4)	4,500	3,751	1,688	3,120	3,667
Delinquent demands and warrants (4)	35,000	33,931	68,490	38,610	38,610
Delinquent demands and warrants (4)	35,000	33,931	68,490		

- (1) Not available at this time.  
 (2) Requests from lawyers, mortgage companies, et cetera.  
 (3) With office upgrades, we anticipate fewer walk-in requests.  
 (4) Liens, Demands & Warrants information are an estimate.

### FY 2010-2011 GOALS

- 1) Finalize new tax bill look up software on new City web site by July 2010.
- 2) Moving to new credit card/debit card vendor. In listening to tax payers' request, there is a need for credit cards/debit card payment options in the office. Currently, these types of payments are only payable on-line. In moving to a new vendor, we were able to negotiate a lower fee for residents while giving point of service payment options.
- 3) There is a need for additional resources or seasonal staff during tax season and statement mailings. The current office resources cannot sustain the volume of walk-ins and phone calls that come in during peak season.

## GENERAL FUND BUDGET

### TAX COLLECTOR

### PROGRAM HIGHLIGHTS

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- 4) Continue collaborative collection effort with City Attorney and Tax Assessor on delinquent taxes and concise records. Clean up personal property records that are not viable tax receivables.
- 5) Continue to offer additional hours during tax season with coverage from the Assessor's office.
- 6) Looking to change lockbox service vendor to reduce costs and increase efficiencies for bulk payment processing.

### FY 2009-2010 GOAL STATUS

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- 1) Update online bill look up and payment. Currently third parties (Mortgage companies, attorneys and title searchers) cannot look up bills online and it becomes a time consuming manual process for tax office staff especially during tax season.  
6 MONTH STATUS: Current contract ends June 2010. The office will be switching to a new on-line bill look up July 1 2010
- 2) Cross train new staff to cover other positions when needed and streamline office for increased efficiency.  
6 MONTH STATUS: Staff has been crossed trained to cover various positions while accommodating union restrictions.
- 3) Complete policy and procedures manual for the office.  
6 MONTH STATUS: Manual needs to be changed to reflect new Collection agency and new on-line bill look up that is being implemented.
- 4) New phone system will increase efficiency and call backs.  
6 MONTH STATUS: New phone system has not been installed to date.
- 5) Looking for a secure location for additional drop off box that residents can utilize as current drop off box is unavailable after 4 PM.  
6 MONTH STATUS: Due to fire regulations and security concerns, another drop off box is not feasible at this time.
- 6) Continue collaborative collection effort with City Attorney and Tax Assessor on delinquent taxes and concise records.  
6 MONTH STATUS: Ongoing project which now encompasses personal property taxes.
- 7) Resident outreach - Produce informational pamphlets for residents which can be found in the tax office, local libraries, and online. Pamphlets will be published in English and Spanish.  
6 MONTH STATUS: Put on hold while implementing other changes.

### FY 2009-2010 ADDITIONAL ACCOMPLISHMENTS

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- 1) Trained additional City employees (outside of Tax Collector's) office to accommodate the need for seasonal help during tax season. All payments were processed within 3 weeks after tax season. Typically it can take five to six weeks to process all payments as the work can only be done on Saturday when staff is not handling the public.
- 2) Demand notice/Warrants were processed the first week in March. In past years we would not be able to process until last week in March.
- 3) The Notice to Liens for real estate was processed the third week in March when it is typically processed in April. The office has been able to do so as all the payments were processed earlier.
- 4) Offered additional hours during tax season: opened one hour earlier during the week and the last Saturday of the tax month. We also worked with the Assessor's office to have a staff member from the Assessor's office on hand in the Collector's office during the additional hours so tax payers would not have to come back.

# GENERAL FUND BUDGET

ORG	OBJECT DESC	FY2009 ACTUAL	FY2010 BUDGET	FY2011 MAYOR PROPOSED	FY2011 COUNCIL ADOPTED	VARIANCE TO FY2010 BUDGET
'01040000	TAX COLLECTOR	1,086,190	1,359,556	1,438,952	1,438,952	79,396
	'51000 FULL TIME EARNED PAY	664,851	758,890	805,325	805,325	46,435
	51004 FULL TIME VACATION PAY	32,653	0	0	0	0
	51006 FULL TIME SICK PAY	16,578	0	0	0	0
	51008 FULL TIME PERSONAL PAY	5,223	0	0	0	0
	51014 FULL TIME BEREAVEMENT PAY	855	0	0	0	0
	51016 FULL TIME JURY DUTY PAY	788	0	0	0	0
	51028 FT RETROACTIVE PAY	23	0	0	0	0
	51032 FT DOCKING PAY	-3,880	0	0	0	0
	51036 FT GRIEVANCE/ARB AWARD PAY	5,889	0	0	0	0
	'51099 CONTRACTED SALARIES	7,838	12,690	0	0	-12,690
	51102 LONG TERM ACTING PAY	25,429	0	0	0	0
	'51106 REGULAR STRAIGHT OVERTIME	15,634	10,000	10,000	10,000	0
	'51108 REGULAR 1.5 OVERTIME PAY	19,399	17,000	17,000	17,000	0
	'51116 HOLIDAY 2X OVERTIME PAY	0	500	500	500	0
	'51140 LONGEVITY PAY	0	0	12,150	12,150	12,150
	'52360 MEDICARE	0	11,188	10,183	10,183	-1,005
	'52385 SOCIAL SECURITY	0	0	1,921	1,921	1,921
	'52504 MERF PENSION EMPLOYER CONT	0	57,869	73,953	73,953	16,084
	'52917 HEALTH INSURANCE CITY SHARE	0	157,876	180,099	180,099	22,223
	'53430 OTHER INSURANCE	9,020	9,020	9,020	9,020	0
	'53605 MEMBERSHIP/REGISTRATION FEES	386	375	375	375	0
	'53610 TRAINING SERVICES	595	1,765	1,432	1,432	-333
	'53705 ADVERTISING SERVICES	3,253	7,000	7,000	7,000	0
	'53750 TRAVEL EXPENSES	0	69	52	52	-17
	'53905 EMP TUITION AND/OR TRAVEL REIM	1,588	1,332	987	987	-345
	'54675 OFFICE SUPPLIES	22,260	22,852	22,852	22,852	0
	54680 OTHER SUPPLIES	10,000	0	0	0	0
	'55145 EQUIPMENT RENTAL/LEASE	1,543	2,914	2,502	2,502	-412
	'55155 OFFICE EQUIPMENT RENTAL/LEAS	1,808	2,300	2,300	2,300	0
	'56040 BOOKBINDING SERVICES	645	739	554	554	-185
	'56045 BUILDING MAINTENANCE SERVICE	0	480	388	388	-93
	'56105 BANKING SERVICES	17,927	19,000	19,000	19,000	0
	'56110 FINANCIAL SERVICES	58,484	51,000	51,000	51,000	0
	'56130 LEGAL SERVICES	118,117	129,212	129,212	129,212	0
	'56175 OFFICE EQUIPMENT MAINT SRVCS	0	29,000	25,000	25,000	-4,000
	'56225 SECURITY SERVICES	270	360	360	360	0
	'56250 TRAVEL SERVICES	0	337	0	0	-337
	'59015 PRINTING SERVICES	49,013	55,788	55,788	55,788	0

## GENERAL FUND BUDGET

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